

# UNIVERSITY OF KENTUCKY



## HOUSE BILL 1 GOAL

The University of Kentucky shall be a major comprehensive research institution ranked nationally in the top 20 public universities.

## 2005 - 2010 CAMPUS ACTION PLAN

Kentucky's public agenda, *Five Questions – One Mission: Better Lives for Kentucky's People*, guides the work of the entire postsecondary and adult education system over the period 2005 - 2010. It identifies the major opportunities and challenges facing the Commonwealth and presents a set of policy directions for addressing them. Each institution in the system has an action plan for advancing this agenda in keeping with the goals of House Bill 1. This action plan for the University of Kentucky describes the university's purpose and role in the system, promulgates a set of priorities for action that responds to the five questions, and identifies the key indicators for monitoring progress over the planning period.



## MISSION PARAMETERS

### Program Characteristics

- Strong liberal arts and sciences undergraduate core preparing students to live and work in a global society.
- Comprehensive array of baccalaureate, master's, specialist, and doctoral degree programs consistent with a flagship institution's statewide mission.
- Professional programs in dentistry, law, medicine, pharmacy, architecture, engineering, education, and social professions.
- Graduate and postdoctoral program emphasis in areas supporting statewide economic and community development and consistent with a nationally recognized public research university.
- Innovative post-baccalaureate certificate, master's, and doctoral programs that meet 21<sup>st</sup> century public needs in traditional and emerging multidisciplinary fields.
- State leadership role in delivering doctoral education, including collaborative and joint doctoral programs with other Kentucky postsecondary institutions to address state needs.
- Emphasizes distinctive educational experiences geared to the specific needs and interests of a selective to highly selective student body, including service learning, international education, opportunities for discovery-based learning, living-learning communities, undergraduate and graduate research, and other special programs.

### Student Characteristics

- Selective to highly selective admissions with a commitment to recruiting a diverse, well-qualified undergraduate and graduate student body.
- Serves the needs of traditional, nontraditional, and transfer students seeking baccalaureate and advanced degrees.
- Recruits students nationally and internationally to increase intellectual capital and diversity.

### Research

- Engages in basic, applied, and translational research as one of only seven universities in the United States with schools of agriculture, engineering, law, medicine, and pharmacy on a single campus.
- Conducts research and development activities by securing significant extramural support consistent with a nationally recognized research university offering a broad array of doctoral programs.

- Emphasizes research and creativity in areas of identified strength and opportunity and in emerging fields of critical importance to the development of a knowledge-based economy in Kentucky and beyond, including health and life sciences, computer science and engineering, cultural and international studies, public policy and human services, business and economics, energy and the environment, and the arts.
- Conducts research and outreach supporting the improvement of P-20 and adult education systems with a special emphasis on literacy.

### Stewardship of Place

- Extends outreach as a land grant institution with a comprehensive agricultural, business, engineering, and health extension network throughout the Commonwealth and, as Kentucky's flagship institution, beyond its borders to the nation and world.
- Drives statewide economic development by preparing a highly educated workforce, conducting grant and contract-funded research, and transferring research and technological innovations to the marketplace.
- Assures Kentuckians high-quality health care by promoting access to the highest level of appropriate care possible within the facilities of local communities and developing advanced subspecialty programs of national stature at the academic medical center.
- Engages the university community and its partners in fostering economic well being and quality of life for Kentuckians in its designated area of geographic responsibility, in regions facing significant economic and health-related challenges, and throughout the Commonwealth.

## PRIORITIES FOR ACTION

### Question 1: Are more Kentuckians ready for postsecondary education?

*To support the preparation of high school graduates and working-age adults for postsecondary education and to strengthen the preparation and development of P-12 and adult educators, the University of Kentucky will:*



Complement and align UK's P-16 initiatives and curricula with graduate and professional education programs to enhance preparation for graduate work and the role of graduate work in P-16 education.

Create organizational and academic relationships between the College of Education and the other academic and professional colleges, including arts and sciences, to ensure the effective convergence of continuously updated content knowledge and appropriate pedagogy throughout the entire teacher education curriculum.

Continuously review pre-service and in-service education of P-12 teachers, instructional supervisors, school psychologists, principals, superintendents, and higher education faculty to achieve a continuously updated, efficient, and integrated P-20 educational system and a diverse, high-quality teacher workforce. This is consistent with the mission and goals of the currently operating Appalachian Math and Science Partnership, which is funded by the National Science Foundation.

Work with the Kentucky Department of Education, the Education Professional Standards Board, the Council on Postsecondary Education, and other educational partners to ensure alignment, quality, and accountability through all levels of the P-20 educational system. UK has created a new Institute for Educational Assessment to collaborate with the Kentucky Department of Education and its other partners in managing the state K-12 student assessment.

Partner with the Fayette County School System to develop strategies and models for improving P-5 education, such as the "Great Schools Initiative" that will be piloted in 2005 - 2006 at the Booker T. Washington Academy with the goal of substantial improvement in student achievement by providing access to enrichment programs.

## Question 2: Is Kentucky postsecondary education affordable for its citizens?

*To keep college  
affordable, the  
University of  
Kentucky will:*



Develop a multi-year tuition and fees strategy as part of the Top 20 Business Plan that will allow families to plan for the total cost of education, while allowing the university to set rates that compare favorably with tuition levels at UK benchmark institutions and in surrounding states.

Provide academic scholarships such as the Governor's Scholars and Governor's School for the Arts Program, the Legacy Tuition Program, and academic-based scholarships for first-year, transfer, and currently enrolled students.

Develop and support strategies to ensure that institutional need-based assistance increases as tuition and fees increase, including potential strategies such as increasing the amount of institutional need-based assistance by the annual percentage increase in tuition and mandatory fees or allocating a specific percentage of anticipated tuition and fee revenue for institutional need-based assistance.

Maximize federal and state financial aid funds available to students by meeting applicable federal application deadlines and offering loan options that meet individual student needs. Encourage students to apply for assistance as early as possible and increase awareness of the availability of financial assistance and aid application procedures by participating in campus, local, regional, and state events for college-bound students and events for elementary and secondary school students and their parents.

## Question 3: Do more Kentuckians have certificates and degrees?

*To enroll more students, produce more graduates, keep graduates in Kentucky, attract highly educated adults to the state, and encourage workers to retool and retrain over their lifetimes, the University of Kentucky will:*

Focus on enrolling a highly qualified, diverse student body through recruitment and admissions policies that encourage enrollment of students who have high entrance exam scores and cumulative grade point averages, are members of underrepresented populations, contribute to diversity, and have demonstrated leadership.

Encourage student transfer to UK through the promotion of the general education transfer agreement, utilization and increased promotion of the Course Applicability System, and the work of the newly appointed seamless transfer committee.

Implement recommendations of the First-Year Task Force under the leadership of the coordinator for first-year experiences; advance and expand academic support to students through the university's recently implemented Academic Enhancement Program; assist instructors in improving teaching and learning through the Teaching and Academic Support Center; and implement systemic improvements in math instruction through a recent College of Arts and Sciences initiative.

Implement a four-year graduation agreement that clearly delineates the course of study for the completion of baccalaureate degree requirements in each of the participating programs and rewards students who maintain progress toward timely completion of degrees.



Establish the Chellgren Center for Undergraduate Excellence to serve as the university's focal point both for innovation in premier undergraduate education and for dissemination of those innovations that hold the greatest promise for a wider student audience.

Enhance and maintain the national prominence of graduate programs at the doctoral level and in cross-disciplinary areas such as public policy studies, nutritional and biomedical sciences, international studies, and public health.

Develop high-quality graduate certificates in emerging areas such as health policy, nanotechnology, bioinformatics, clinical research skills, and rural community leadership.

Offer graduate level courses, advanced programs, and certificates through distance delivery and cooperative arrangements with regional institutions in areas of critical need such as nursing rehabilitation sciences, physician assistant studies, educational leadership, library and information sciences, and gerontology.

Offer innovative opportunities for earning undergraduate, graduate, and first-professional degrees through programs such as the MD-PhD, BS-MD, and BSN-PhD tracks.

Ensure successful completion of graduate and first-professional programs and licensure by improving financial and academic support services, such as scholarship fund optimization, pre-enrollment workshops for at-risk students, specialty interest groups, standardized patient programs, and national board preparatory assistance.

## Question 4: Are college graduates prepared for life and work in Kentucky?

*To improve the quality of student learning, the University of Kentucky will:*

Create and sustain mission-relevant, high-quality academic programs that are relevant to Kentucky's workforce needs and ensure individual program and institutional accreditation.

Advance curricular reform and innovation in the university's general education program, the Honors Program, the Writing Program, and across all baccalaureate programs.

Create and sustain living-learning communities for first-year students that offer opportunities for residence-based education emphasizing inquiry-based learning, multifaceted student-faculty interactions in and out of class, community building and community service, and experiential learning.

Further internationalize the educational experience through curriculum development and scholarships for study abroad, international research and service activities, and international student recruitment to ensure success in a global society and workforce.

Launch a quality enhancement initiative to intensify campus attention to assessment of student learning and improved use of results, focusing on degree programs, general education (University Studies), and co-curricular programs (living-learning communities, service learning, and experiential education) and making appropriate use of formative and summative strategies to ensure undergraduates are prepared for graduate and professional programs and occupations of a globally competitive workforce.

Provide an integrated information technology system to support planning, assessment, and accreditation activities including "score-carding" to link these efforts to budgeting and ensure increased attention to student learning improvements.





## Question 5: Are Kentucky's people, communities, and economy benefiting?

*To support economic and community development and address the specific needs and challenges of its service area, the University of Kentucky will:*

- Recruit and retain faculty with nationally prominent and externally funded research programs. Such faculty enhance research funding and productivity, improve undergraduate and graduate education, attract more qualified students, and promote community and economic development.
- Expand and enhance the delivery of health-related and other programs and services to rural areas of Kentucky through the 120-county cooperative extension network.
- Expand initiatives to promote the arts and humanities in Kentucky's communities, enhancing local economies making them more attractive to prospective businesses, and including activities such as service-learning and placing arts professionals in cooperative extension offices.
- Expand the outreach component of research, increasing the efficiency and impact of faculty work through programs like the Commonwealth Collaboratives, Partnership Institute for Math and Science Education, the statewide Kentucky Cooperative Extension Service, the Collaborative Center for Literacy Development, the Kentucky Consortium for Applied Research and Treatment, and similar programs.
- Enhance its statewide mission related to environmental stewardship, including preserving natural resources, restoring disturbed land, and promoting efficient use of conventional and alternative energy sources, through research, outreach, and graduate and professional education.
- Respond to changes in national research priorities and opportunities, including Homeland Security, the National Institutes of Health Roadmap, the National Nanotechnology Initiative, and others.
- Strengthen economic development, facilitate an entrepreneurial climate, enhance technology transfer support, and create businesses and jobs at the university and at Coldstream Research Park by completing the Center for Pharmaceutical Sciences and Technology, supporting the Advanced Science and Technology Commercialization Center and Agriculture Technologies Commercialization Center, expanding hospital and clinical operations, and enhancing partnerships with the Cabinets for Economic Development and Commerce.
- Enhance and expand university research facilities, including but not limited to, equipping and staffing the Biomedical Biological Sciences Research Building, renovating and staffing corresponding vacated Medical Center research areas, and expanding the biomedical research campus by completing the Biological and Pharmaceutical Sciences Complex in 2008 - 2010.
- Sustain and improve the quality and quantity of translational research in medical areas to develop new knowledge and approaches to quality health care for Kentuckians.
- Develop and maintain critical clinical programs in specialized areas of need in central, southern, or eastern Kentucky, while working with local providers to advance the availability of appropriate levels of care in the community in order to keep patients in their own communities whenever possible and move them to Lexington only for advanced subspecialty care.
- Implement a facilities master plan for UK health care, including construction of a new patient care facility, enhanced ambulatory facility, combined medical and dental education building, and new research facility with an extensive vivarium.



# KEY INDICATORS OF PROGRESS

<b>QUESTION 1</b> Are more Kentuckians ready for postsecondary education?	→ Quality of teacher preparation programs
<b>QUESTION 2</b> Is Kentucky postsecondary education affordable for its citizens?	→ Net cost of attendance as a percent of average family income
<b>QUESTION 3</b> Do more Kentuckians have certificates and degrees?	<ul style="list-style-type: none"><li>→ Undergraduate enrollment</li><li>→ Graduate enrollment</li><li>→ Number of students transferring to the university from KCTCS</li><li>→ Six-year graduation rate of baccalaureate students</li><li>→ Number of degrees and other credentials awarded</li><li>→ Number of degrees and other credentials awarded to racial-ethnic minorities</li></ul>
<b>QUESTION 4</b> Are college graduates prepared for life and work in Kentucky?	<ul style="list-style-type: none"><li>→ Level of student engagement in the undergraduate learning experience</li><li>→ Level of civic participation of students</li></ul>
<b>QUESTION 5</b> Are Kentucky's people, communities, and economy benefiting?	<ul style="list-style-type: none"><li>→ Extramural research and development expenditures</li><li>→ Number of business startups</li><li>→ Number of formal agreements for educational, applied research, or support services to business, entrepreneurs, government, and community groups</li><li>→ Level of faculty/staff community involvement as extensions of their university roles</li></ul>

# BENCHMARK INSTITUTIONS

University of California - Los Angeles University of Michigan - Ann Arbor University of North Carolina - Chapel Hill University of Wisconsin - Madison University of Florida University of Illinois - Urbana-Champaign University of Minnesota - Twin Cities University of Virginia Ohio State University University of Washington - Seattle	Pennsylvania State University University of Arizona University of Iowa University of Maryland - College Park Michigan State University Texas A&M University North Carolina State University Purdue University (IN) University of Georgia
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